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Report of the Joint Inspection Unit for 2017 and programme of work for 2018

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Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Abbreviations

CEB	United Nations System Chief Executives Board for Coordination
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ILO	International Labour Organization
IMO	International Maritime Organization
ITC	International Trade Centre
ITU	International Telecommunication Union
OIOS	Office of Internal Oversight Services
PAHO	Pan American Health Organization
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
OPCW	Organization for the Prohibition of Chemical Weapons
UPU	Universal Postal Union
WFP	World Food Programme

WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

Mission statement*

The Joint Inspection Unit aims to:

(a) Assist the legislative organs of the participating organizations in meeting their governance responsibilities in respect of their oversight function concerning management by the secretariats of human, financial and other resources;

(b) Help to improve the efficiency and effectiveness of the respective secretariats in achieving the legislative mandates and the mission objectives established for the organizations;

(c) Promote greater coordination among the organizations of the United Nations system;

(d) Identify best practices, propose benchmarks and facilitate information-sharing throughout the system.

* See A/66/34, annex I, on the revised strategic framework of the Joint Inspection Unit for 2010–2019.

Message by the Chair

In accordance with article 10, paragraph 1, of the statute of the Joint Inspection Unit of the United Nations system, I am pleased to present the report on the work of the Unit for the period from 1 January to 31 December 2017 and its envisaged programme of work for 2018.

In this space last year, I wrote of the salience of the Unit's independent voice and system-wide lens and of our determination to carry out our oversight role in a way that responds to the contemporary needs and expectations of participating organizations, not least their legislative bodies. These efforts are reflected in a judicious mix of products through which we endeavour to contribute to the support of the United Nations system for the 2030 Agenda for Sustainable Development, while also maintaining our engagement in strengthening the framework for integrity and accountability, identifying opportunities for efficiency gains and acting in the interests of the legislative bodies through reviews of the management and administration of individual organizations.

To illustrate this mix, a recently completed report examined the arrangements in the United Nations system to enable private sector partnerships in support of the 2030 Agenda, and another report examined the maturity of results-based management in the United Nations system with a view to enhancing the attainment of the Sustainable Development Goals. Two other recent reviews examined the growth of separate organizational assessments and reporting requirements required by donors, especially with respect to the development system. The reports addressed the impact of these phenomena and identified measures to better manage such requirements, which are closely linked to the financing architecture of the system.

With respect to the framework for integrity and accountability, a project launched after the submission of our annual report last year is examining whistle-blower protection policies across the United Nations system, while another recently completed report examined the status and adequacy of arrangements to manage conflict of interest. The full list of projects completed last year and our plans for 2018 as they now stand are laid out in the main body of the present report.

We also saw the opportunity to respond flexibly to evolving requirements. For example, in paragraph 45 of its resolution 71/243, the General Assembly requested the Secretary-General to consult with the Joint Inspection Unit in formulating proposals to the Economic and Social Council on the governance of the United Nations development system. In this regard, the Unit proactively submitted an informal paper in which considerations that should be taken into account in considering governance arrangements were outlined. That paper was disseminated by the Secretary-General to Member States as an informal document.

In some respects, the Unit enters 2018 in a stronger position. The position of Executive Secretary has at long last been filled. The filling of two other senior posts in the secretariat of the Unit will have been completed by the time the present report is considered. The Government of the United States of America and the Government of Germany have each agreed to provide a Junior Professional Officer to the Unit. We express our appreciation to them for this generosity. I am also pleased to observe that in 2018, five of the 11 inspectors will be women, the highest representation ever.

These developments will help us to make progress on other fronts. We are cognizant, for example, of opportunities for improvement in our work planning, in our dialogue with the coordination mechanisms of the United Nations system and in how we communicate and follow up on the outcomes of our work. Ensuring the

relevance of the topics under review and improving the timeliness of our reports are ongoing preoccupations. We are better equipped to pursue such opportunities in 2018.

Support from legislative bodies has been a foundation of the work of the Unit since its establishment. While we are appreciative of a generally high level of policy support, practical experience suggests that the response to the invitation extended by the General Assembly for legislative bodies to fully consider recommendations of the Unit (resolution 64/262, para. 11), as well as its request to executive heads to comply with statutory procedures for the consideration of reports (resolution 71/281, para. 3), still requires sustained attention.

Beyond challenges inspectors experience in specific cases, a review completed in 2017 on the status and follow-up to the recommendations of the Joint Inspection Unit, which we hope the General Assembly will review carefully, revealed significant gaps in the consideration of specific reports and recommendations. As for the Assembly, we pointed out last year that the arrangements currently applied, especially in the Fifth Committee, have the effect of not providing for full consideration and action on reports of the Unit. The simple expedient of considering at least some of the Unit's reports under the agenda item on the Joint Inspection Unit (which is how they are attributed) rather than under another agenda item that the Fifth Committee secretariat considers to be a related item, would go a long way to addressing this issue.

Inspectors are responsible for the reports published under their name, but all inspectors work closely with staff throughout the life cycle of a project. For their dedication and efforts, the Unit is deeply grateful.

In closing, we express our thanks for the service of departing inspectors Gennady Tarasov and Rajab Sukayri, and welcome into our midst two new inspectors, Keiko Kamioka and Nikolay Lozinskiy.

(*Signed*) Jeremiah **Kramer**
Chair
Geneva, 18 January 2018

Chapter I

Major areas of activities in 2017

1. In 2017, the Joint Inspection Unit worked on 14 projects. This included five projects that were carried over from 2016, namely: management and administration review of the United Nations Industrial Development Organization (UNIDO); management and administration review of the Universal Postal Union (UPU); donor-led assessments of the United Nations system organizations; system-wide review of results-based management: phase II (two products); and comprehensive review of air travel policies in the United Nations system.

2. The following projects and management letters were initiated in 2017: review of the United Nations system-private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development; improving efficiency and effectiveness in administrative support service delivery through inter-agency cooperation; review of mechanisms and policies addressing conflict of interest in the United Nations system; review of the acceptance and implementation of the Joint Inspection Unit recommendations: lessons learned; review of donor reporting requirements across the United Nations system; review of management and administration in the United Nations Office for Project Services (UNOPS); and follow-up to the review of enterprise resource planning systems in United Nations organizations.

3. The programme of work presented last year (see A/71/34), included a review of the mainstreaming of disaster risk reduction strategies in the work of United Nations system organizations. After consultations with relevant stakeholders, that review was considered to be more appropriately undertaken in 2018. In its place, the Unit decided to undertake a review of internship programmes in the United Nations system. The Unit also decided to initiate in 2017 a review of whistle-blower policies and practices in the United Nations system.

4. The status of implementation of the workplan for 2017 as at 31 December 2017 is presented in annex I and the summary of the completed assignments is included in section B of the present chapter.

5. The Unit concluded a review of its internal working procedures, leading to more efficient internal processes and reinforcing the application of the norms and standards (A/68/34, annex VII) in carrying out and finalizing projects. A major effort was also made with all participating organizations to verify the status of the acceptance and implementation of the Unit's recommendations.

A. Interaction with other oversight and coordinating bodies

6. The Board of Auditors, OIOS and the Joint Inspection Unit held the twentieth annual tripartite meeting on 12 December 2017. The three entities briefed the meeting on their draft programmes of work and areas of focus for 2018. The main aim of the meeting is to promote collaboration so as to avoid overlap and duplication and achieve synergy and cooperation. At the 2017 meeting, the three oversight entities agreed that the 2030 Agenda for Sustainable Development was a subject area on which they could collaborate further. Several items in the draft programmes of work prompted discussion to help guide the execution of the reviews being planned. All three entities reaffirmed their commitment to coordination and collaboration at the working level during 2018.

7. The Chair of the Joint Inspection Unit reiterated his invitation to the Board of Auditors Audit Operations Committee and the OIOS leadership to engage in further

informal dialogue with the Unit during visits to Geneva on other business. These meetings could be useful for the Unit to be apprised of thematic issues arising from organization-specific reviews that the Unit could consider in a system-wide context.

8. The interaction with the secretariat of CEB focused on the timely processing of the Unit's system-wide reports and consolidation of comments from participating organizations. The Unit appreciates the efforts of the CEB secretariat to ensure that the Unit's reports are appropriately addressed in a timely way. Discussions will continue in relation to ensuring that comments by CEB help to maintain clear options for legislative action on the Unit's recommendations.

9. The Unit participated as an observer at the annual meeting of representatives of internal audit services of United Nations system organizations, which was hosted by OPCW. The Unit also participated in the meeting of representatives of internal investigations in the United Nations system and in the United Nations Evaluation Group's 2017 Evaluation Week.

B. Reports, notes and management letters issued in 2017

10. In 2017, the Unit completed seven system-wide and two single organization reports, one note and one management letter. The Unit's outputs covered the following topics: donor-led assessments of the United Nations system organizations; review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization; management and administration review of UNIDO; management and administration review of UPU; review of the United Nations system-private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development; review of donor reporting requirements across the United Nations system; review of mechanisms and policies addressing conflict of interest in the United Nations system; follow-up to the review of enterprise resource planning systems in United Nations organizations; system-wide review of results-based management, phase II (report and note); and outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations.

Summaries of key findings and recommendations of reports, notes and management letters in 2017

Review of management and administration in the United Nations Industrial Development Organization (UNIDO) (JIU/REP/2017/1)

11. The management and administration review of UNIDO highlighted, among other things, two parallel trends that have emerged in recent years, namely the decline in regular budget resources and the rise in earmarked voluntary contributions, which have risk implications for governance, financial sustainability and management functions. The review outlined that the resulting financial strain on UNIDO had compromised its ability to commit resources to its core functions as a United Nations specialized agency, which had led to the prioritization of technical cooperation over research and standard setting.

12. As the United Nations development system embarks on the implementation of the 2030 Agenda, the UNIDO membership was advised to review the strategic plans of UNIDO in view of Sustainable Development Goal 9, on industry, innovation and infrastructure, to ensure that the role of UNIDO is well defined and that the necessary resources are available to attain its objectives.

13. Among the recommendations to the Director General in the management area, the inspectors recommended strengthening the corporate-wide coordination and

information-sharing functions and expanding the existing risk management approach into a comprehensive risk management strategy. Three recommendations on human resources were aimed at finalizing the revised human resources management framework and improving geographical diversity and gender balance.

14. At its forty-fifth session, in June 2017, the Industrial Development Board expressed its appreciation for the report and its recommendations addressed to the executive head and requested their implementation within existing resources. Information concerning the acceptance and implementation of the recommendations was circulated by the Director General to the Board in September 2017; a full progress report on the implementation of the recommendations will be presented to the Board at its forty-sixth session, in November 2018.

Donor-led assessments of United Nations system organizations (JIU/REP/2017/2)

15. The report reviews the various approaches and practices regarding donor-led assessments in the United Nations system, identifies areas of common challenges and concerns and makes six formal recommendations and 11 informal suggestions for improvement. Donors are undertaking their own assessments of United Nations entities and their programmes to ensure that the funds have been used efficiently, for the intended purposes and with the expected levels of accountability. These bilateral assessments have been proliferating in recent years, giving rise to expressions of concern from the managements and oversight bodies of United Nations organizations. Many organizations view them as a challenge, requiring them to devote resources and staff time and leading at times to duplication and overlap, despite their perceived value as inspiring introspection and reform.

16. The review encourages ways to enhance the confidence and reliance of donors on oversight reports by further strengthening the oversight and evaluation functions of the organizations and fulfilling the assurance needs of donors with the work performed by the existing oversight bodies. Equally, organizations should work closely with donors to increase their own understanding of donors' requirements, expectations and needs. This should include an effort to improve reporting on results and participation in initiatives such as the International Aid Transparency Initiative. The report calls for better sharing of donor assessments to help reduce the risk of overlap and duplication among these assessments. It would also provide the stakeholders concerned with a broader evidence base for their assessments. The report recommends establishing a central function for coordinating the multiplicity of assessments, including for managing the information provided to donors, ensuring consistency and tracking the follow-up action on assessment findings and recommendations. Such a measure will also allow for organizational learning and improvement. The report advocates initiating and sustaining a high-level dialogue with donors to determine shared priorities and define a multi-stakeholder assessment platform with a robust framework and methodology to reduce the need for additional bilateral assessments.

17. The Secretary-General and CEB welcomed the report as presenting a useful overview of the various approaches, arrangements and practices and identifying areas of common challenges and concerns with regard to this important oversight mechanism. Organizations suggested that the report of the Joint Inspection Unit should initiate a dialogue within organizations and, possibly, with governing bodies on the evolving role of evaluation and audit functions in the changing funding context. The report was introduced at the General Assembly during its seventy-second session.

Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization (JIU/REP/2017/3)

18. The review was undertaken following calls from the General Assembly to improve the management, efficiency and effectiveness of air travel resources. The report assesses relevant air travel policies, rules and practices across United Nations system organizations and contains nine formal recommendations, of which three are addressed to the executive heads of the United Nations system entities and six to their legislative/governing bodies. It also contains 34 suggestions to enhance travel management practices, increase the accountability of managers who approve travel and promote inter-agency coordination and cooperation and identifies good practices and lessons learned to promote system-wide harmonization.

19. The report found that approximately $4 billion was spent by 24 United Nations system organizations in the period 2012–2015 on air travel and related expenses, which included airline tickets, daily subsistence allowances, lump-sum entitlements, terminal expenses and shipments. The overall figure would have been even higher had all organizations submitted complete data. This total excludes expenditures incurred by peacekeeping operations and political missions. The review found that there were considerable variations among organizations in the standards of accommodation that need to be addressed. Organizations need to better factor in emergent opportunities and challenges in the air travel industry, modernize air travel tools and strengthen collaboration with service providers to increase efficiency gains and cost savings. Concrete measures include implementation of integrated travel modules in enterprise resource planning systems, periodic risk assessments and audits of air travel, eliminating entitlement to first class travel and utilizing premium economy as an alternative to business class where possible.

20. To address the diversity in rules, policies and practices governing air travel, the Secretary-General in his capacity as Chair of CEB was called upon to lead the harmonization efforts. The International Civil Service Commission (ICSC) was called upon to establish a common methodology and percentage for the calculation of lump-sum entitlements. In addition, to address the absence of a formal practice of sharing information and coordination in air travel management, the Chair of CEB was called upon to assess the feasibility of establishing a high-level advisory committee on travel matters. In its comments on the report, CEB commended the Unit for having produced a clear, comprehensive and constructive report on air travel policies and practices across the United Nations system, noting that many of the conclusions were practical and feasible, on the understanding that no additional cost would be incurred in their implementation (A/72/629/Add.1, para. 2).

Review of management and administration in the Universal Postal Union (UPU) (JIU/REP/2017/4)

21. The management and administration review of UPU outlined the complex environment in which the organization operates and the multiple challenges that it faces, generated mainly by economic and technological developments, fundamental market changes and an erosion of its financial base. During the past years the organization has undergone several reforms, including at the level of the International Bureau to secure its operational capacity and relevance in the postal sector. The review highlighted that the financial strain resulting from a zero nominal growth budget for two decades had produced adverse effects on the organization's operability and had risk implications for governance, oversight and management functions. The review of the organization's financial development over recent years confirmed this, in particular with respect to the high volume of liabilities, mainly due to the organization's Provident Scheme and after-service health insurance. Specific areas,

such as the ethics function and internal oversight, but also training of staff, have suffered from the decline in resources.

22. The inspector made 10 formal recommendations (six to the Council of Administration and four to the Director General) to support UPU in its efforts to improve efficiency and effectiveness of management and administration. These recommendations, complemented by a series of informal recommendations, are primarily intended to promote good governance, oversight and accountability and reinforce the management framework of UPU, as well as to contribute to enhancing the financial sustainability of the organization.

23. The six recommendations addressed to the Council of Administration focused on the need to enhance control and compliance with UPU General Regulations and Financial Regulations, to improve the financial stability of the organization in the area of after-service health insurance, to foster the sustainability of the UPU Provident Scheme, to promote transparency and accountability in human resources and to strengthen oversight through the establishment of an independent audit committee.

24. The review identified several shortcomings in the internal management of the organization. The four recommendations addressed to the Director General focused on the need to clarify the roles and responsibilities of internal management and institutional mechanisms, including their working procedures, so as to ensure synergy and complementarity. The review recommended consolidating support functions into a more unified administrative structure and formalizing delegation of authority. It also recommended that attention be given to a range of human resources management measures.

25. The report was presented to the Council of Administration at its second session of 2017, on 25 October 2017.

Outcome of the review of the follow-up to Joint Inspection Unit reports and recommendations by the United Nations system organizations (JIU/REP/2017/5)

26. The review of the follow-up to Joint Inspection Unit reports and recommendations by the United Nations system organizations is the first since the General Assembly endorsed a system to follow up on the reports and recommendations of the Unit in its resolution 54/16 in 1999. The review found that the follow-up process had developed differently in the various United Nations system organizations, as captured by the maturity matrix developed in collaboration with all the participating organizations.

27. The review assessed the follow-up agreements with the 28 participating organizations of the Joint Inspection Unit and the functionality of the web-based tracking system. In essence, it examined the focal point function in all participating organizations; assessed the rates of acceptance and implementation of recommendations; and re-examined the processes in place to disseminate the Unit's reports and how the reports are considered, how governing and legislative bodies take decisions on the recommendations of the Unit and how the recommendations are monitored and reported upon. Finally, the review was able to identify good practices for following up on recommendations and enhancing the follow-up of reports and recommendations of the Unit and set out expected and required improvements by each organization for follow-up and implementation of recommendations.

Results-based management in the United Nations development system: analysis of progress and policy effectiveness (JIU/REP/2017/6)

28. The review of results-based management in the United Nations development system is presented in two documents: a summary report for governing bodies and

executives, and a longer main report with details on evidence and technical analyses to substantiate the information in the summary report. United Nations system organizations have been implementing results-based management since 2002. Resolutions on the quadrennial comprehensive policy review of operational activities for development of the United Nations system adopted between 2004 and 2016 have highlighted the value of results-based management, and the study highlights the relevance of results-based management in the current context. It analyses, for 12 organizations and five management areas, the progress made in implementation since 2002, the stage of implementation in 2015 and the added value or difference made from implementing results-based management. It presents factors that influence and constraints to the advancement of results-based management. In answering the policy question of whether results-based management should be continued, the study presents recommendations for a way forward in the continued implementation of results-based management as a management strategy and draws attention to the need for alignment with the imperatives of the 2030 Agenda.

29. The added value of results-based management is enhanced when there is a balance in the use of results information to address accountability and learning. Other key dependencies are coherence within the United Nations system and new systems and governance structures that respond to the demands of managing for outcomes that are conjoined in nature, such as system-wide evaluation of operational activities, joint management and collective accountability. The sustainability of results-based management relies on partnerships and on the development of national systems and capacities for results-based management, evaluation and statistics.

30. The review acknowledges the vast range of pilots and new tactical initiatives created to implement the 2030 Agenda that are supportive of the continued development of results-based management and highlights the need for a well-defined United Nations system-wide strategic framework.

Review of donor reporting requirements across the United Nations system (JIU/REP/2017/7)

31. The rise in voluntary contributions, most of which are specified, or earmarked, over the past two decades has been dramatic. In the United Nations system, voluntary contributions amounted to about 70 per cent of total revenue in 2015. Most donors demand detailed individual reports, both financial and programmatic, on the activities undertaken utilizing their earmarked contributions. This is in addition to the organization's corporate reporting to its governing body. Donors stipulate specific requirements that vary significantly in format, detail and periodicity, resulting in a dramatic rise in individual donor reports. The number of reports on an annual basis often runs into hundreds or even thousands for many organizations, leading to additional transaction costs.

32. The report identifies ways to improve donor reporting, better address donor needs and requirements and enhance the standing of the United Nations system as a responsive and valuable partner. It explores possibilities for standardization and streamlining, including developing a common reporting template. The report contains seven formal recommendations, of which two are addressed to the governing bodies and five to the executive heads. It also includes 15 informal recommendations as additional suggestions for effecting improvements.

33. The report recommends, inter alia, that organizations should engage with donors in a dialogue at the strategic level in line with the Secretary-General's proposal for a funding compact. In the spirit of partnership, the views both of organizations and of donors should be taken into account. One of the critical elements of the dialogue should be the adoption of donor reporting templates that accommodate the common

information needs and requirements of donors as well as the regulatory frameworks and capacities of the organizations.

34. During negotiations for individual contributions, organizations and donors should agree at the outset on the needs and requirements, their feasibility and the attendant resource implications, including recovery by organizations of the additional costs for ad hoc information and reporting requests. All relevant offices, notably finance and legal offices, should be consulted in a timely manner. Appropriate guidance and training on donor reporting, periodically updated, will foster compliance with the organization's rules and provisions and support coherence of reporting. Executive heads should encourage better access to, and dissemination of, information concerning donor reporting and maintain a corporate repository for all contribution agreements and donor reports.

35. Defining a minimum threshold for contributions below which only standard reporting would be provided, together with methodologies for calculating reporting costs, is suggested. Organizations should ensure that their policies for the management of voluntary contributions are adequate, that they possess robust project management systems, and that their enterprise resource planning and other management information systems possess the necessary functionalities. The risks related to donor reporting need to be mitigated, and quality assurance processes for donor reports should be strengthened.

Review of the United Nations system-private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development (JIU/REP/2017/8)

36. Since the adoption of the Millennium Development Goals and the launching of the Global Compact, the role of partnerships with the private sector as a means of implementing United Nations objectives has been increasingly recognized by Member States. The review started from the widely shared conviction that the 2030 Agenda provides unique momentum for a renewed engagement of the private sector in the service of United Nations goals. A majority of United Nations system organizations have adapted, or are in the process of adapting, their respective strategies and/or policies to reflect the 2030 Agenda. While acknowledging and reviewing the existing safeguards with regard to due diligence and risk management, the report emphasizes making the United Nations system more effective in its cooperation with the private sector to support the 2030 Agenda and to implement sustainability in the business models of the United Nations organizations.

37. The report suggests ways of improving existing arrangements for cooperation with the private sector to reflect the holistic, integrative and universal approach of the 2030 Agenda. These changes are not easy to carry out, but the United Nations system cannot transform the world unless it transforms itself. The report suggests possible lines of action by the United Nations system, on the one hand to indicate readiness to adapt to the current imperatives, and on the other to convey this vision to the private sector and to motivate the latter to internalize and put them into practice.

38. The review puts the emphasis on system-wide actions aimed at stimulating inter-agency collaboration and recommends clarification of roles and mandates, in particular at the level of the United Nations Secretariat and the Global Compact. It contains 12 recommendations, of which nine are addressed to executive heads of United Nations system organizations, two to the General Assembly and one to the Economic and Social Council.

Review of mechanisms and policies addressing conflict of interest in the United Nations system (JIU/REP/2017/9)

39. The Charter of the United Nations makes clear that the interest of the United Nations is the sole prevailing interest that all its staff members and the staff members of its funds, programmes and specialized agencies and IAEA should have in view when performing their duties. The objectives of the system-wide review concerning conflict of interest were to assess to what extent United Nations system organizations have in place adequate regulatory frameworks to address personal and organizational conflict of interest; to assess current mechanisms and practices to address existing and potential conflicts of interest; to identify gaps and challenges and propose solutions appropriate to United Nations system organizations; to examine internal and inter-agency synergies and their impact in addressing conflicts of interest across the system and make suggestions for their improvement or reinforcement; and to identify and disseminate best/good practices in addressing conflict of interest at all stages.

40. The standards of conduct for the international civil service and the respective organizational legal instruments and policies reviewed indicate that the topic of personal conflict of interest is well covered in theory. However, organizational conflict of interest remains an unexplored area that this review could not fully address owing to insufficient information provided by the participating organizations. The report recommends, inter alia, that guidance notes should be developed for the United Nations system. Such guidance notes should be reinforced with acknowledgement by staff and non-staff that they fully comprehend the policies, their roles and the standard of conduct that should be demonstrated throughout their service. All relevant personnel should be required to attend mandatory training and undertake other related learning on a regular basis.

41. With regard to conflict of interest as an element contributing to or constituting in itself a fraudulent act, linkage between the current review and earlier integrity-related reviews by the Unit was necessary. The review contains six formal and five informal recommendations aimed at either reinforcing the monitoring of established mechanisms or introducing new discussions at the system-wide level, at no cost. The report states that financial disclosure and conflict of interest statements should be viewed as measures to mitigate the risk for organizations and strengthen the accountability of staff.

Follow-up to the review of enterprise resource planning systems in United Nations organizations (JIU/ML/2017/1)

42. The management letter notes that cloud-based technologies provide easy-to-deploy, scalable solutions for data storage, often at a lower cost than the solutions currently used by organizations. The management letter further notes that third party hosting solutions, including public cloud solutions, may raise confidentiality concerns with regard to sensitive data and for the protection of intellectual property, and that any relevant contract or agreement should therefore include appropriate legal provisions. In this regard, the inspectors decided to issue a management letter requesting the executive heads of the participating organizations to inform the Unit of any action taken individually or jointly to formulate cloud computing policies and/or frameworks, including legal provisions to ensure data privacy and security. They also requested the CEB Information and Communication Technology Network to inform the Unit of the current status and progress made in the development of a United Nations system-wide policy on cloud-based solutions.

Results-based management in the United Nations system: description of a high-impact maturity model for managing for achieving results — benchmarking framework, stages of development and outcomes (JIU/NOTE/2017/1)

43. The high-impact model for results-based management seeks to provide a common framework that is operational. The need for a common framework is highlighted by many interlocutors as extremely important in establishing the identity and a decent level of interoperability of results-based management in the United Nations system. The components of the high-impact model describe what it means when results philosophy and principles are mainstreamed into management areas. The framework provides a basis for sharing information and establishing coherence and collaboration across organizations. It offers a benchmark against which organizations can assess their efforts in mainstreaming results-based management and for coherent dialogue with governing bodies and with other organizations. It is also critical for allowing comparability in conducting system-wide reviews or evaluations and hence provides a reliable basis for developing policy direction for the collective advancement of results-based management in the United Nations system.

44. The high-impact model is regarded as a living document for continued use and further development and as a basis for harmonization and sharing information across organizations. Its use by staff and managers is expected to strengthen the level of development of results-based management and enhance conceptual coherence and collective impact consistent with the imperatives for integration and interdependence set forth in the 2030 Agenda. Lessons based on experience suggest that this can only happen with clear leadership support.

45. In this regard, it is recommended that executive heads endorse the framework and assessment methodology for use in the development of results-based management in their respective organizations. It is also recommended that they establish an inter-agency mechanism to enhance collaboration in the use and further development of the framework.

C. Investigations

46. With regard to investigations, the focus of the Joint Inspection Unit, resources permitting, is on alleged violations of regulations and rules and other established procedures by executive heads, heads of internal oversight bodies, officials of the organizations other than staff members and, on an exceptional basis, staff of organizations that do not have an in-house investigation capacity.

47. In 2017, the Unit received two new complaints, both of which fell outside its investigative mandate and purview. One of them was referred to the competent internal investigations body, while the second one was not processed further as it was assessed as not meeting any of the receivability criteria of the Unit.

D. Acceptance and implementation of the recommendations of the Joint Inspection Unit

Web-based tracking system

48. The web-based tracking system is a core application for the Unit and for participating organizations as an online tool to monitor and update the status of recommendations as well as for reporting and statistical analysis.

49. The Unit plans to upgrade the applications functionality further in the course of 2018. The hosting and maintenance services for the web-based tracking system began

to be provided by the United Nations Secretariat, as requested by the General Assembly, with effect from January 2018.

Number of recommendations

50. The table below indicates the average number of recommendations by report, note and management letter, which has decreased from 9.2 in 2011 to 6.9 in 2017.[1]

Table
Number of Joint Inspection Unit reports, notes and management letters and recommendations, 2011–2017

	2011	*2012*	*2013*	*2014*	*2015*	*2016*	*2017*	*Total 2011–2017*
Reports, notes and management letters								
System-wide and several organizations	10	13	5	7	5	11	9	60
Single-organization	2	4	2	3	6	25	2	44
Total, reports, notes and management letters	**12**	**17**	**7**	**10**	**11**	**36**	**11**	**104**
Recommendations								
System-wide and several organizations	100	65	28	61	33	74	56	417
Single-organization	10	44	6	16	16	26	20	138
Total, recommendations	**110**	**109**	**34**	**77**	**49**	**100**	**76**	**555**
Average number of recommendations by output	**9.2**	**6.4**	**4.9**	**7.7**	**4.5**	**2.8**	**6.9**	**5.3**

Source: Web-based tracking system, January 2018.

Acceptance and implementation rates of system-wide and single organization recommendations

51. The average rate of acceptance of recommendations made between 2009 and 2016 in single organization reports and notes was higher (82 per cent) than that of recommendations in system-wide and several organizations reports (68 per cent) (see figure).[2] The Unit commends the organizations for the action taken (see annex II, showing the aggregated acceptance and implementation rates by participating organizations from 2009 to 2016).

52. During the same period, the implementation rate of recommendations in single organization reports and notes was, however, lower (79 per cent) than that of system-wide reports (85 per cent). A factor in the implementation rate is that in the 15 reviews of management and administration performed in single organizations between 2009 and 2016, three have significantly low rates of implementation.

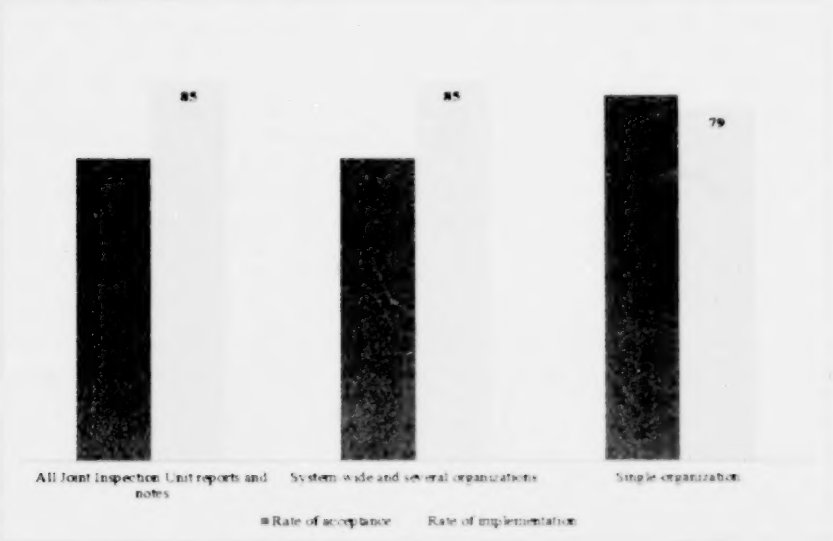
[1] The issuance of 25 management letters (with an average of one recommendation for most of the letters) contributed significantly to the decrease in the average number of recommendations by output for 2016.

[2] As at 10 January 2018, no input for 2016 had been provided by FAO, UNDP and the United Nations Office on Drugs and Crime.

Figure

Average rate of acceptance and implementation of recommendations of the Joint Inspection Unit (2009–2016)

(Percentage)



Source: Web-based tracking system, January 2018

Chapter II
Outlook for 2018

53. Positive developments during 2017, especially with respect to human resources, will improve the posture of the Joint Inspection Unit as it carries out its mandate in 2018. Notably, the key position of Executive Secretary was filled after a long gap. Furthermore, two vacancies in the secretariat will have been filled by the time the present report is considered. The occurrence of these vacancies also provided an opportunity for the new Executive Secretary to reprofile senior positions so as to strengthen the management and supervisory functions as part of a strategy to improve support to inspectors by strengthening staff capacity through mentoring and coaching. Happily, efforts to supplement the personnel capacity of the Unit through the junior professional officer programme have borne fruit. During 2018, the Government of the United States of America and the Government of Germany will each provide a Junior Professional Officer.

54. Another positive development is that during 2018 five of the 11 inspectors will be women. This is striking when one considers that in the history of the Unit, of the 70 inspectors whose terms had finished by the end of 2016 only three were women. The progress reflected this year is entirely the result of appointments made by the General Assembly, as the Unit itself has no role in the selection process. But as the Unit benefits from the progress towards gender balance, it emphasizes that in order to avoid the current year becoming a momentary blip before reversion to the mean, Member States that nominate candidates need actively to consider identifying and putting forward qualified female candidates.

55. Within the Unit's secretariat, priority is attached to attaining gender parity. With the total team of 20 (18 encumbered positions with two vacancies at the Professional level presently under recruitment), 10 are women. In the Professional category, four of a total of the nine currently encumbered positions are women.

56. The regular budget allocation to the Unit for the 2016–2017 biennium was $15.05 million, of which 94 per cent was for staff costs. The composition of the Unit remained unchanged, with 11 inspectors (at the D-2 level) who are assisted in their work by an Executive Secretary (D-2), nine evaluation and inspection officers (2 P-5, 3 P-4, 3 P-3 and 1 P-2), one investigator (P-3) and five research assistants (at the G-7 and G-6 levels). While staff in the Professional category are assigned to project work as their primary functions, they are also required to undertake additional tasks necessary for the administrative functioning of the Unit. Four General Service staff continued to provide administrative, information technology, documentation management, editorial and other support to the Unit. Furthermore, the internship programme has been an important vehicle to supplement the capacity of the Unit to support the analysis and research required for high-quality reports. The internship programme will continue in 2018.

57. The Unit is also pleased to report that significant progress has been made in the implementation of General Assembly resolutions 70/247 and 70/257, which had requested the Secretary-General to consider options for providing services in relation to the web-based tracking system and the Unit's website in-house. As previously reported, the web-based tracking system is relied upon by almost all participating organizations for accurate, up-to-date information on the status and implementation of the recommendations of the Unit. The completion of the migration of the web-based tracking system and the Unit's website to platforms managed by the United Nations Secretariat will be completed in early 2018. This will enable us to move forward in the remainder of 2018 with improvements and enhancements to the

functionality of the tracking system and with changes to the website that will facilitate improved and more dynamic presentation of information.

58. Turning to the programme of work, during 2018 the Unit will complete four projects initiated in 2017. To date, the Unit has selected nine new initiatives to be launched early in 2018. As can be seen in chapter III, the Unit maintains diversity in its portfolio, while devoting specific attention to contributing to the 2030 Agenda. While the majority of the work of the Unit continues to draw on its unique system-wide perspective, the conduct of management and administration reviews of individual organizations remains a prominent feature of the portfolio.

59. For the Joint Inspection Unit, as it is for the wider United Nations system, improvement is an ongoing vocation. A variety of measures are envisaged, some of which are facilitated by the improvements related to the staffing of the Unit's secretariat and the new technology platforms. These include improved attention to the professional development of staff, reprofiling of duties and focusing attention on corporate functions, such the more systematic integration of norms and standards as well as internal working procedures into the project life cycle. Beyond such largely internal measures, the attention of the Assembly is drawn to three issues.

60. The Unit intends to strengthen its dialogue with the leadership of the organizations in the United Nations system, acting through the main coordination machinery of CEB and the United Nations Development Group. The system-wide and horizontal nature of the 2030 Agenda and of other challenges confronting United Nations system organizations suggests it would be useful to enable exchanges on emerging challenges and the contribution that independent and external oversight can make, without prejudice to the independence and role of any party. At the working level, the Unit will hold in 2018 its biennial meeting of focal points, which presents an opportunity to discuss and consult with interlocutors in its participating organizations concerning operational and quality aspects of the Unit's work and project processes.

61. The Unit recognizes the opportunity to improve outreach and communications. For example, the participation of the Unit in an international conference on knowledge management, at which the Unit received an award, magnified the resonance among practitioners of the Unit's related report. Internally, improvements to the website are under way. During the past year, tools and methods to support improved dissemination of easy-to-use information about the main findings of reports were developed. They will start to be applied in 2018.

62. It is also necessary to work on improving the arrangements for consideration of the reports of the Unit by the legislative bodies it is intended to support. One of the most striking findings in the review of the follow-up to the Unit's reports and recommendations is the great diversity of practice with respect to the consideration of its reports. That report, which the Unit hopes the General Assembly will consider during its current session, suggests a set of good practices.

63. The General Assembly's own arrangements have the unintended effect of constraining its ability to take full advantage of the substantial investments in the work of the Unit. The practice in the Fifth Committee of considering the reports of the Unit in the context of related agenda items, while appearing logical, simply does not work. Since the reports of the Joint Inspection Unit are typically cross-cutting and are rarely about the specific agenda item under which they are taken up, they end up not really being considered and substantive action is rarely taken.

64. This matter does not require new policy. All that is needed is the consideration of reports, or at least those that are not a good fit with other agenda items, under the agenda item on the Joint Inspection Unit, rather than with another item that looks like

the closest available fit. This problem was thrown into relief earlier, during the seventy-second session, when the Unit's reports on donor-led assessments and knowledge management were taken up in the context of the items on OIOS and human resources management respectively. Each report touches on issues related to those subjects, but neither one is about either subject. As a result, no meaningful consideration has been given or action taken.

Chapter III
Programme of work for 2018

65. In preparing its programme of work, the Unit considered at its winter session several topics resulting from consultations with its partners. The programme of work adopted by the Unit in early 2018 includes seven system-wide projects and two management and administration reviews of participating organizations (see annex V).

66. The workplan for 2018 includes nine new projects (see summaries below) and four projects carried forward from the 2017 workplan.

Summaries of projects in the programme for work for 2018

Managing cloud computing services in the United Nations system

67. The use of cloud computing services is growing. One of the salient potential benefits of cloud computing is the ability to add new capacities and reduce costs, as there is no need to invest in each organization's own information technology (IT) infrastructure. Cloud services are provided upon request, as needed, and paid for as used. Once available, they can be accessed without further interaction with the service provider. They can be elastically provisioned, enabling applications to be scaled up rapidly in line with actual demand. Computing resources are available and accessible over broad networks and the output is measured, which allows control and optimization of their use. Nevertheless, these potential benefits may never be fully realized without proper planning, informed policies and practices, rigorous analysis and understanding of the contractual terms, and without assurances with regard to safeguards in relation to the protection of data, integrity and security of processes, continuity of service, compliance of the service provider with its obligations, absence of hidden costs and clarity regarding post-contractual costs.

68. While most United Nations system organizations envisage migration to cloud services for their computing needs, the level of implementation varies vastly. Decisions to migrate to the cloud are sometimes made essentially at a technical level, without a comprehensive and thorough analysis of the consequences from a strategic perspective. There may also be instances of shadow IT, namely services that are not supported or formally approved by the central IT unit or its equivalent. The review will provide a comparative analysis of the different cloud computing policies, frameworks, practices and processes in the United Nations system, with a view to identifying best practices and lessons learned and thereby promote effective cloud service management. Emphasis will be placed on the assurance of all existing safeguards against possible risks associated with the use of and the migration to cloud computing services, including on legal, financial, operational, business continuity, IT security, confidentiality and privacy issues. Inter alia, the review will also assess the potential for system-wide coherence and inter-agency cooperation or resource pooling for a more effective, cost-efficient and secure integration of the United Nations system in the global cloud architecture.

Organizational change management in the United Nations system: lessons learned and strategies for the future

69. The United Nations system organizations face change on a continuous basis as they seek to enhance their value in terms of relevance, effectiveness, efficiency, impact and sustainability. The extent of these change initiatives varies in scale, intensity and complexity. A better understanding of the factors that enhance successful change is developing, but has not yet been sufficiently advocated. Systems such as the United Nations Laboratory for Organizational Change and Knowledge

have been developed to support organizations through change processes. The Laboratory has disseminated best practices and lessons learned on change and innovation in the United Nations system and has also identified limitations in the conceptualization and capacity of the United Nations system in change management using evidence from case studies it conducted.

70. The need to enhance the capacity of the United Nations system in managing change is now made more critical in the light of the imperatives of the 2030 Agenda and the reforms proposed by the Secretary-General in his report on repositioning the United Nations development system to deliver on the 2030 Agenda (A/72/124-E/2018/3) and A/72/684-E/2018/7).

71. The review will use the systems that are in place for supporting change management in the United Nations system as a basis for its examination of a broad range of change initiatives, including cross-organizational and system-wide initiatives, will assess the failures and successes and the capacities that organizations possess to effectively manage change, and will draw lessons that can be used to enhance the ongoing complex and complicated changes and reforms for system-wide coherence, collaboration and interdependent ways of working.

Review of oversight committees in the United Nations system

72. Governance reforms in both the private and public sectors in recent years have seen oversight committees of varying size, scope, composition, reporting lines and independence. Since 2006, several reports of the Joint Inspection Unit have spoken to the need for independent oversight committees that would advise and support legislative bodies in carrying out their oversight functions. At the same time, many United Nations system organizations have constituted oversight committees with varying characteristics.

73. The envisaged review will examine the situation with respect to oversight committees in participating organizations. It will review their roles, compositions, authority and mandates, methods of functioning, the qualifications of their members, selection processes, independence, reporting relationships and mechanisms, including with respect to their legislative bodies, and the scope of their responsibilities with respect to internal and external oversight bodies. The report will make recommendations needed to ensure application of good practices that provide for the right roles, responsibilities and independence.

Strengthening the policy research uptake in service of the 2030 Agenda

74. There is a significant demand for evidence-based research in the United Nations system. The policy research uptake relates to all activities that facilitate and contribute to the use of research evidence by policymakers and practitioners. The research function is included in the mandates of some organizations, while for others research uptake is imposed by the need to support field operations, to inform the implementation of programmes and to assist decision-making processes. There are also several distinct institutes dedicated to research. Although many organizations spend significant amounts on research, the policy research function has not been adequately reviewed at the system-wide level. Such a review is all the more necessary in the context of the 2030 Agenda, as more efficient and coherent research policies can better service the implementation of the Sustainable Development Goals.

75. The review will examine the current policies and practices with regard to the generation and uptake of research, assess collaboration with academia and think tanks and identify mechanisms to strengthen existing research capacities. It will also seek to improve the use of research outcomes that originate outside the United Nations system, enhance coordination to enable transdisciplinary research and foster

inter-agency cooperation. The report will also explore ways to promote understanding and compatibilities between the United Nations entities and specialized research entities, universities and think tanks, as well as to facilitate reciprocal access to data and other intellectual resources.

Review of the integration/mainstreaming of disaster risk reduction in the work of United Nations system entities

76. In its resolution 71/243, the General Assembly refers to complementarity between development, disaster risk reduction, humanitarian action and sustaining peace. Addressing disaster risk reduction through better coordinated and more coherent action at the system-wide level would enhance the effectiveness and efficiency of the United Nations system and facilitate an intensive global engagement in support of the implementation of the 2030 Agenda.

77. In April 2016, the CEB High-level Committee on Programmes endorsed the revised United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-Informed and Integrated Approach to Sustainable Development (CEB/2016/4, annex V). The report will review existing strategies put in place to mainstream disaster risk reduction as part of the activities of the United Nations system organizations in compliance with the Plan of Action. It will identify further synergies and measures to ensure that high-quality support to vulnerable countries is provided by the United Nations system entities, including disaster risk reduction as a strategic priority. The consolidation of the work of the United Nations system in facilitating the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 (General Assembly resolution 69/283, annex II) would have a positive impact on the most vulnerable regions and populations of the world, in line with the overarching goal of not leaving anyone behind, as prescribed by the 2030 Agenda. The report findings and recommendations will feed into the deliberations of the Global Platform for Disaster Risk Reduction and the session of the high-level political forum on sustainable development to be held in July 2019.

Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

78. The Joint Inspection Unit will undertake a system-wide evaluation of the effectiveness, value added and impact of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women as a tool for performance monitoring and accountability, for submission to the General Assembly as requested in resolution 67/226.

79. The United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact (CEB/2006/2) was endorsed by CEB in October 2006. CEB called for a United Nation system-wide action plan that included indicators, timetables, allocation of responsibilities, accountability mechanisms and resources as essential to make the strategy of gender mainstreaming operational. The System-Wide Action Plan on Gender was developed following a series of extensive consultations involving various stakeholders between July 2011 and February 2012.

80. The United Nations framework sets out a plan for three aligned forces of accountability for gender equality and the empowerment of women: (a) a focus on corporate processes and institutional arrangements at the individual entity level; (b) United Nations country team performance indicators on joint processes and institutional arrangements within the country team; and (c) development results at the country and normative levels.

Review of management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS)

81. UNAIDS was established by the Economic and Social Council in its resolution 1994/24 and was launched in January 1996 to undertake a joint and co-sponsored United Nations programme on HIV/AIDS, on the basis of co-ownership, collaborative planning and execution and an equitable sharing of responsibility. UNAIDS is a unique partnership with an innovative structure set up to provide global leadership in achieving universal access to HIV prevention, treatment, care and support in the response to the AIDS epidemic.

82. The review will focus on a comprehensive assessment of the management and administration of UNAIDS with a view to providing guidance for further improvement in various areas, such as organizational structure and executive management, strategic planning, the funding mechanism, the financial framework and control, human resources management, information management and technology, operational support services, the functioning of regional and country offices and oversight.

Accessibility of United Nations conferences and meetings for persons with disabilities

83. The rights of persons with disabilities have been accorded greater recognition than hitherto and a high international profile through the adoption of the United Nations convention on the subject in 2006. The work of the related treaty body (the Committee on the Rights of Persons with Disabilities), especially through its general comment No. 2 (2014), and that of the Special Rapporteur of the Human Rights Council on the rights of persons with disabilities, as well as the report of the task force on secretariat services, accessibility for persons with disabilities and use of information technology set up by the Human Rights Council, which was adopted on 22 March 2012, focused attention on the importance of accessibility and outlined several practical measures. The adoption of the 2030 Agenda gave further impetus to concerted global and national actions for the empowerment of persons with disabilities, as five of the 17 Sustainable Development Goals emphasize the need to pay particular attention to the rights of persons with disabilities in specific areas.

84. The review will seek to assess how effectively the organizations of the United Nations system have been implementing the related legislative decisions and conventions to improve accessibility for persons with disabilities to United Nations conferences and meetings. The compliance aspects will be examined with regard to resolutions and decisions of the pertinent legislative bodies, including those pertaining to the human rights-related mechanisms and bodies. The review will analyse the shortcomings and challenges with regard to the existing regulatory frameworks, rules, facilities, equipment and structures, as well as the shortcomings, challenges and impediments faced by the organizations in this context. The review will also seek to identify good practices among the different entities. The report will aim at recommending further steps for improving the performance of the organizations in this critical area, including by increased use of information and communications technology and other technologies and proposing innovative solutions.

Review of management and administration in the International Civil Aviation Organization (ICAO)

85. ICAO is a specialized agency, established in 1944 to manage the administration and governance of the Convention on International Civil Aviation (Chicago Convention). ICAO, in partnership with member States and industry groups, seeks to

reach consensus on international civil aviation standards and recommended practices and policies in support of a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector.

86. The main objective of the report will be to provide an independent review of the regulatory frameworks and related practices concerning the management and administration of ICAO. It is designated to identify opportunities for further improvements in the areas of the structure and governance of ICAO and its executive management and administration, strategic planning, financial and human resources management, information management and technology, and oversight mechanisms. The status of the recommendations contained in the previous management and administration review of ICAO (JIU/REP/2007/5) will be taken into account as appropriate.

Annex I

Status of implementation of the workplan for 2017 as at 31 December 2017

Project title	*Symbol completion date*
Review of management and administration in the United Nations Industrial Development Organization (UNIDO)	JIU/REP/2017/1
Donor-led assessments of the United Nations system organizations	JIU/REP/2017/2
Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	JIU/REP/2017/3
Review of management and administration in the Universal Postal Union (UPU)	JIU/REP/2017/4
Outcome of the review of the follow-up to Joint Inspection Unit reports and recommendations by the United Nations system organizations	JIU/REP/2017/5
Results-based management in the United Nations development system: analysis of progress and policy effectiveness	JIU/REP/2017/6
Results-based management in the United Nations system: description of a high-impact maturity model for managing for achieving results — benchmarking framework, stages of development and outcomes	JIU/NOTE/2017/1
Review of donor reporting requirements across the United Nations system	JIU/REP/2017/7
Review of the United Nations system-private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development	JIU/REP/2017/8
Review of mechanisms and policies addressing conflict of interest in the United Nations system	JIU/REP/2017/9
Follow-up to "Review of enterprise resource planning (ERP) systems in United Nations organizations"	JIU/ML/2017/1
Improving efficiency and effectiveness in administrative support service delivery through inter-agency cooperation	To be completed in 2018
Review of management and administration in the United Nations Office for Project Services (UNOPS)	To be completed in 2018
Review of whistle-blower policies and practices in the United Nations system	To be completed in 2018
Review of internship programmes in the United Nations system	To be completed in 2018

Annex II

Aggregated status of acceptance and implementation of Joint Inspection Unit recommendations by participating organizations, 2009–2016

(Percentage)

Annex III

List of contributing organizations and their percentage share in the costs of the Joint Inspection Unit for 2016–2017

Organization	*Percentage*
FAO	4.5
IAEA	2.0
ICAO	0.8
ILO	2.2
IMO	0.3
ITU	0.7
PAHO	3.2
UNAIDS	0.9
UNDP	17.2
UNESCO	2.6
UNFPA	2.8
UNHCR	8.2
UNICEF	12.5
UNIDO	1.0
United Nations	13.9
UNOPS	2.3
UNRWA	2.2
UN-Women	0.8
UNWTO	0.1
UPU	0.2
WFP	13.1
WHO	7.0
WIPO	1.2
WMO	0.3

Source: CEB.

Note: The United Nations entry includes the United Nations Secretariat, UNITAR, ITC, ICSC, the International Court of Justice, the United Nations Joint Staff Pension Fund and United Nations University. It excludes tribunals, special political missions and peacekeeping operations.

Annex IV

Composition of the Joint Inspection Unit

1. The composition of the Joint Inspection Unit for 2017 was as follows (each inspector's term of office expires on 31 December of the year indicated in parentheses):

Gopinathan Achamkulangare (India) (2022)

Aicha Afifi (Morocco) (2020)

Jean Wesley Cazeau (Haiti) (2022)

Eileen A. Cronin (United States of America) (2021)

Petru Dumitriu (Romania) (2020)

Jorge T. Flores Callejas (Honduras) (2021)

Jeremiah Kramer (Canada) (2020)

Sukai Elie Prom-Jackson (Gambia) (2022)

Gönke Roscher (Germany) (2020)

Rajab Sukayri (Jordan) (2017)

Gennady Tarasov (Russian Federation) (2017)

2. The following inspectors started their five-year term on 1 January 2018:

Keiko Kamioka (Japan) (2019)

Nikolay Lozinskiy (Russian Federation) (2022)

3. In accordance with article 18 of the statute, which provides that each year the Unit shall elect from among the inspectors a Chair and a Vice-Chair, the Bureau for 2018 is as follows:

Jeremiah Kramer (Canada), Chair

Jorge T. Flores Callejas (Honduras) Vice-Chair

Annex V

Programme of work for 2018[a]

Project No.	*Title*	*Type*
A.432	Managing cloud computing services in the United Nations system	System-wide
A.433	Organizational change management in the United Nations system: lessons learned and strategies for the future	System-wide
A.434	Review of oversight committees in the United Nations system	System-wide
A.435	Strengthening the policy research uptake in service of the 2030 Agenda	System-wide
A.436	Review of the integration/mainstreaming of disaster risk reduction in the work of United Nations system entities	System-wide
A.437	Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women	System-wide
A.438	Review of management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS)	Single
A.439	Accessibility of United Nations conferences and meetings for persons with disabilities	System-wide
A.440	Review of management and administration in the International Civil Aviation Organization (ICAO)	Single

[a] Subject to change during the year.

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